

BURBANK /  
DEL MONTE

NEIGHBORHOOD  
IMPROVEMENT PLAN

# Implementation

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This *Neighborhood Improvement Plan* represents the first step in making improvements in the Burbank/Del Monte neighborhood. The plan sets forth a set of ideas and actions that serve as a focus for continued community participation in working toward achieving neighborhood improvement actions. This *Plan* should be treated as a "living document" by which goals, objectives, core values and big ideas are reconsidered and redefined as actions are accomplished and new actions are considered.

The adoption of this *Burbank/Del Monte Neighborhood Improvement Plan* does not constitute the final decision on specific actions, but rather provides a framework for future actions. As each action item is "implemented" there will be additional chances for community review about the steps to be taken to advance the project.

Some community members have expressed concern about the possibility of the Redevelopment Agency/City exercising eminent domain to acquire properties. Eminent domain is the authority for a public agency to acquire property for a purpose that is in the public interest. It is not used lightly. Before resorting to eminent domain, the Agency always attempts to negotiate a purchase with the property owner. The eminent domain process requires the public agency to hold public hearings on the action, to pay the owner fair market value, and to give the occupant all relocation benefits and allowances to which one is entitled by law. If the fair market value cannot be agreed upon, all of the evidence, including appraisals, is submitted to the court and a judge or jury makes the final determination regarding value.

Local residents, merchants, and property owners should be encouraged to participate in reshaping the community over time. Every effort should be made to work with property owners on a voluntary basis and to be a partner with the City on projects. Eminent domain should be a tool of last resort. If the use of eminent domain

is needed, the neighborhood advisory committee will be given the opportunity to provide input to the Agency/City before final action is taken.

A well-defined implementation program is essential to completing the priority actions of the *Burbank/Del Monte Neighborhood Improvement Plan*. Strategies and action steps outlined in the previous section are the key ingredients to successful plans. However, they require a great deal of leadership and commitment from City departments and agencies, local businesses, as well as continuing involvement of the Neighborhood Advisory Committee (NAC) and other community groups in responsibly guiding the *Burbank/Del Monte Neighborhood Improvement Plan* into the future.

#### ROLE OF THE NEIGHBORHOOD ADVISORY COMMITTEE

The Neighborhood Advisory Committee, or NAC, has been the lead group in working with the community to develop the *Neighborhood Improvement Plan*. This committee has successfully created a vision for the community, and has developed priority actions, which will help to achieve the community's vision.

This *Plan* envisions the NAC as the pivotal organization responsible for the continuing life and success of the plan. The growth of the NAC into a cohesive planning body, capable of sustaining the interest of the community, and sponsoring broad community participation over the coming years, should be a top priority for the committee. Several of the NAC's primary responsibilities during the implementation phase of the project will be to:

- Champion the implementation of Burbank/Del Monte's *top ten* priority actions, seek funding from the City and other funding sources, and ensure project completion;
- Provide input to the City for design and development of public projects;
- Act as an information liaison to the neighborhood on the status of projects in Burbank/Del Monte;
- Periodically review the action plan and reset priorities based on

past accomplishments and existing conditions; and

- Coordinate with neighborhood associations, business associations, and the PAC on appropriate redevelopment projects within Burbank/Del Monte.

As part of the plan implementation process, the NAC should adhere to the following guiding principles to help ensure the community's goals and objectives are achieved through the completion of the priority actions.

- **Build on Strengths**

The Burbank/Del Monte neighborhood has many identified assets and strengths. Community strengths include dedicated residents, existing infrastructure and facilities, and neighborhood programs and services. The community must continue to support existing programs and projects, and build on these strengths as a step towards implementing priority actions.

- **Develop a Realistic Timeframe**

Not all of the actions contained in the *Burbank/Del Monte Neighborhood Improvement Plan* can (or should) happen immediately. The *top ten* priority actions offer a guide for staging neighborhood improvements.

- **Identify Roles and Responsibilities**

The dedication, commitment, and accountability provided by a lead organization are key to successful implementation. The strategic action portion of this *Neighborhood Improvement Plan* identifies lead responsibilities and partnerships. The NAC will continue to work with the responsible organizations to determine action steps and roles.

- **Establish Measurable Performance Indicators**

In order to determine whether or not an action has been completed, it is necessary to create measures of success. It is important that the community can objectively measure these indicators so that success of neighborhood improvements cannot be left open to interpretation. Easily measured outcomes also provide concrete and realistic goals and objectives.

- **Monitor and Evaluate Ongoing Progress**

A neighborhood improvement plan is not static. Strategic planning is dynamic and can change as projects are completed and the community collectively identifies new directions. Over time, resources, opportunities, and new challenges will present themselves to the community.

NAC planning activities will need to follow a decision-making process, which emphasizes balancing short-term and long-term achievements, development of realistic timeframes, constant communication with lead agency staffs in determining action steps and responsibilities and dedication to monitoring and evaluating the progress and success of actions when completed.

Regular updates to the *Burbank/Del Monte Neighborhood Improvement Plan* are necessary to ensure continued progress towards achieving the community's vision. Periodic assessments of the plan help to identify barriers and to determine if mid-course corrections are needed, and also help to identify accomplishments. Demonstrated achievements can help to sustain or increase community support for the *Plan*.

#### IMPLEMENTATION FUNDING PROGRAM

One of the key components of success for the actions identified in the *Neighborhood Improvement Plan* is the availability of funding. There are several sources of funding available for the top ten priority actions and other improvement actions identified in this plan. Some funding for the implementation of these actions is likely to come from the Strong Neighborhoods Initiative funds being invested by the Redevelopment Agency and City in the overall Strong Neighborhoods Initiative. However, implementation of the top ten and other elements of the action plan will require identification and procurement of funds from other sources. The City's Capital Improvement Program (CIP) is an ongoing source for funding other elements of the action program. Another principal federal-funding source is Community Development Block Grants (CDBG) funds.

The creation of a new Redevelopment Project Area, which includes all 22 Strong Neighborhoods Initiative areas, will make it possible to issue improvement bonds, as appropriate, for project funding. The lifetime of the redevelopment project area will be twenty years.

## LEAD AGENCIES AND DEPARTMENTS: ROLES AND RESPONSIBILITIES

The Neighborhood Team consisting of representatives from Code Enforcement, Planning, Neighborhood Services, and the Redevelopment Agency, will continue to provide support to the Burbank/Del Monte community throughout the implementation phase. The Community Coordinator from the Neighborhood Services Division and/or the Development Officer from the Redevelopment Agency has the lead role in coordinating the implementation efforts and will take the lead in working with the NAC, City departments, and outside agencies to implement the *Neighborhood Improvement Plan*.

The innovative steps taken by the City of San Jose in reorganizing City departments and agencies to provide effective response to the Strong Neighborhoods Initiative is noteworthy, and will contribute to successful plan implementation. The process of establishing lead agency responsibilities for various programs is based on traditional agency roles as well as new assignments. Because the Strong Neighborhoods Initiative is new and innovative, agency roles and capabilities will no doubt evolve as staffs and departments gain experience in serving the needs of the program effort. The coming years will be an exciting time for both the communities, the members of the various NAC groups, the staff and government officials of the City as new roles and responsibilities are formulated.

The matrix on the previous pages illustrates the lead responsibilities and partners, including City Service Areas (CSAs), who will work together to ensure plan implementation. City Service Areas integrate services provided in individual departments into the City's six key lines of business: Economic and Neighborhood Development, Environment and Utility Services, Public Safety, Recreation and Cultural Services, Aviation and Transportation. An additional CSA referred to as *Strategic Support*, represents the internal functions the other six CSAs need to provide services to the community. These cross-departmental CSAs provide a forum for strategic

planning, for setting policies, and investment decisions, which are then carried out through one departmental core and operational services.

There are many City departments and agencies that share responsibility for ensuring successful plan implementation and community involvement. Following is a list of the main lead agencies and departments, with brief descriptions of their responsibilities.

- The Neighborhood Services Division of the Department of Parks, Recreation and Neighborhood Services (PRNS) is the lead City department responsible for overseeing plan implementation and will play a role in many of the *top ten* priority actions. Additionally, PRNS will work with the NAC to ensure continued community involvement and communication. The Parks Division of PRNS plans open space/parks/trails, and the Recreation Division plans community facilities.
- The Department of Planning, Building, and Code Enforcement (PBCE) will be responsible for interpreting the *Plan*, linking *Plan* elements to new development projects, and delivering Code Enforcement Services.
- The San José Redevelopment Agency (SJRA) will provide funding and will oversee *Plan* implementation for redevelopment projects. In Some areas SJRA will serve as the lead department responsible for overseeing *Plan* implementation. SJRA is also responsible for redevelopment activity within the Burbank/Del Monte neighborhood, including façade improvement programs, upgrades to transportation systems, and constructing new parks and other community facilities.
- Some of the *top ten* priority actions in Burbank/Del Monte are focused on transportation improvements. The Department of Transportation (DOT) is an integral part of ensuring implementation of these improvements. The DOT is responsible for many programs that are included in the *Burbank/Del Monte Neighborhood Improvement Plan*, including pedestrian corridors, street right-of-way improvements, street lights, coordination with VTA, and managing city street trees and landscaping programs.
- The Department of Public Works (DPW) is responsible for planning, design, and construction services for facilities and infrastructure in Burbank/Del Monte. For many of the Burbank/Del Monte action strategies, the DPW will be working with other City departments, such as the DOT, to provide upgrades to existing infrastructure, or to construct new facilities to serve the community.

These departments and agencies will work with other City departments, regional agencies, neighborhood associations and community members to ensure the success of neighborhood improvement strategies in Burbank/Del Monte.